

FBI ACADEMY ADDRESS
16 June 1978

Judge Webster, _____ Miller, about to be graduates of the 113th class, ladies and gentlemen. I'm sure you can all tell one classmate got to be President of the United States, another classmate who happens to be the Director of the FBI, I've moved ahead strictly on merit. I'm really very privileged to be here with you today. Judge Webster has just said the Federal Bureau of Investigation and Central Intelligence Agency are and must be two peas in the same pod. We must have and do have^a/closeness, cooperation and teamwork of any two agencies in our country. We must be thus if we are going to defend our political country from threats both domestic and foreign. And you, graduates of this class, are going forward to carry a substantial portion of that burden _____. I congratulate you not only on completing this _____ important _____, but simply on having been selected to come here. If you were not the essence of your profession, you would never have entered the portals of this fine academy. You are indeed a privileged group and one of which we are all very proud. I hope that you will find that your experiences in these 11 weeks will have fired you up to do new and better things as you go back, and have given you new ideas as to how to improve what you are doing in behalf of law enforcement in your community. And I hope that when you return you will start sharing both the enthusiasm and the knowledge that you have acquired here with your co-workers. Let me suggest that there are three particular benefits that I see from taking a period of time like this out from your busy work and standing off a little

bit and looking at your own profession. The first is that I hope it will cultivate in you the habit of questioning. That when you go home you will deliberately start looking for areas of work in your career that can be improved or changed if that will lead to improvement, and that you won't just fall back automatically into the old routine. That you will develop a habit of regular questioning, of standing back and looking and asking, why are we doing that? why are we doing it in that way? what are we really accomplishing and could we achieve it in a better manner? I don't need to emphasize to you that sophistication is the byword in crime today. There are new twists all the time and if you are satisfied with your past or _____ successes, its almost certain that you are falling behind. We certainly find that the case in the world of intelligence. And let me just give you one simple analogy where our professions are very, very similar. We're both really individual in gaining evidence. You, evidence to enforce the law. Us, evidence to find out what's going on in foreign countries and inform the decision makers of our country. Now we have three basic ways of obtaining our evidence. First, the old traditional human agent, the spy. Second, our photographs and the third, what we call signals intelligence, intercepting signals that are going _____ all around us. _____ the last several decades, these systems of collecting information, collecting evidence, or intelligence, have burgeoned, have brought us increasing quantities and quality of information. And its marvelous because we take a little piece here and a little piece there and we try to put it together _____. But just about a year ago, we looked at ourselves and we said, is that really the best way to do it. Because if we just take what the photographers give

us or the signal people give us, we have a lot to work on, we're very grateful for that, but could we not do better if we asked ourselves when we want evidence about situation "X," what kind of things, what kinds of limits are there on the photographer's ability to give us information, what kinds of limits are there on signals or the human intelligence people's ability to give us what we want. And how do we make them blend together so that what the photographer cannot get we ask the other person to get. And we play it as a team. We fill/^{very}consciously each other's gaps. It may sound easy but its really not. Its a tremendous challenge to us and I am sure there are very _____ challenges to you in gaining your evidence today in the field of law enforcement. Now I don't want to focus only on how you approach today's problems. I'm reminded a little bit of the two bulls that were walking down the road and they came across a great big field of heifers. One bull was a young bull and the other was an old bull, and the young one turned to the old one and said, let's run over and get all those heifers. The old bull looked at him and said, let's walk and get them all. So we have to look also and I hope one of the benefits of your course will be conducting you to look more to the future. Not only looking at how you can improve what you are doing today, but what are the trends in your profession. Where are they pointing you. If you're aiming only at today's problems, you're reacting. That probably means that the criminal is somewhere out there ahead of you. I suggest that in both of our professions we not only do to improve what we can today but we need to anticipate what are the demands that are going to be placed on us 2, 3, 5, maybe even 10 years. What can we each do to ensure that

we as individuals and that our profession is ready for what is going to be demanded of us. We do not want to found wanting when that time comes. So you need to be innovative, you need to be forward people. You need to ask yourself what kind of information are you going to have to acquire, what kind of evidence tomorrow. _____ in the world of intelligence today we are collecting much different information than we did 20 years ago. Then our preoccupation was very largely on Soviet military affairs. Today we're very enmeshed in political and economic intelligence, not just about the Soviet Union but all around the world. We're interested in the grain harvest and their effect on our economy. We're interested in the economic growth rates of other principal industrial countries and their impact on us. We're interested in technology transfer and what effect it has on our security _____. We're interested in the world energy situation and anti-terrorism and anti-drug trafficking. More than that, we're now sitting back and asking ourselves where are we going to go tomorrow. Is there going to be open resources? Is there going to be population control? Is there going to be world food problems? Is there going to be a disparity in income between the Northern Hemisphere and the Southern Hemisphere? What is there that we must begin today to develop to _____ the extra keys in technique for gaining and _____. Only if we are ready for tomorrow by anticipating it today, are we really doing our job. The third area where I hope you will take away a benefit from this course is in the opportunity to stand back and look at your profession as to whether it is reflecting the values of the community and the country and _____. Law enforcement agencies, intelligence agencies are elite groups in my view, and that's great. Its wonderful to

have pride _____. But sometimes elite groups tend to look inwardly too much, to focus on their own views of the problems, not appreciate how others on the outside of the club are looking at it. I would suggest as Reverend Simpson has already mentioned that we must take into account more today than perhaps ever before. How the public looks at us and how we relate to the values and standards that they set. We are public institutions, we must stay in touch with the public more today than ever before. That may not be startling to law enforcement but I can assure you its startling in the field of intelligence where things have always been so traditionally secretive. We're opening up today, we're talking more, we're responding to the press more, we're publishing more. Within the limits of necessary secrecy, we must have _____ you have that requirement also. I find, however, that being more open is providing us with important, very useful feedback. _____ in a sense of breaking out from our own environment in judging how we're doing in other terms. In short, I believe that you must be sure that you understand how your community looks upon what you are doing and why you are doing it and you must be sure that you understand what the community's reactions are. All of us in both the world of intelligence and law enforcement have undergone very difficult times in recent years with respect to public opinion. Its been painful, but I think on the balance we have been strengthened by it and I think today the tide is clearly turning. People who look at the recent killing of ex-Prime Minister Moro, people who look at the aggressions of the Soviets and Cubans in South Africa, people who look at the growing lawlessness throughout the world, all except the most naive recognize that they need your help and ours in order

to keep our country strong and safe. You and I and our respective peers have great responsibilities. In your weeks here I hope that you have gained what will help you fill those responsibilities in an even better way in the future. In the end it always comes down to whether each day you do question more, you do ask yourself where are we going for tomorrow, and you do keep in touch with the people for whom you are working, your community and your country, and know that you will fill heavy responsibilities upon you in an even better way having been here at this fine academy. Again I congratulate you and God bless you.

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